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C E N T R A L   I N T E L L I G E N C E   A G E N C Y

OFFICE OF CENTRAL REFERENCE

7 November 1960

MEMORANDUM FOR: Inspector General

SUBJECT   :   IG's Survey of the CIA Training Program

Forwarded herewith are the comments of the OCR Career Service Board on the IG's Survey of the CIA Training Program.

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PAUL A. BOREL
Assistant Director
Central Reference

Attachment

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OCR Comments on the
IG's Survey of the CIA Training Program

General Comments

We find the report comprehensive, well written and generally addressing
itself to key questions. Insofar as we are able to determine, it is
factually accurate.

The recommendations made are rather weaker than the descriptive and
analytical portions of the report. For example, on page 92, it is
recommended that steps be taken to eliminate prejudices. No one will
argue against the elimination of prejudices. The report should have
identified ways by which training could help accomplish this.

OCR Approach

We would point out that sound training policy cannot be developed
fully until we know where we as an Agency are going. Within this
limitation, we believe it is possible and desirable to develop and
clearly state policy on training, including such points as the follow-
ing:

1. In matters of special procedures, techniques and
   skills, there is no substitute for on the job
   training. Emphasis should therefore be placed
   upon this means of training.

2. For training in general disciplines, reliance will
   be placed upon facilities outside the Agency.

Exceptions can be made when the large numbers of
Agency personnel involved would clearly indicate
otherwise - such as in certain language courses.

3. The Agency's own training courses will concentrate
primarily on teaching those skills and techniques
which are peculiar to our needs and which cannot
be learned or adequately studied while on the job.

4. The basic objective of a JOT program should be the
development of a considerable body of capable officers
who are broadly based by experience in all major
components of the Agency, and indeed the intelligence
community.

5. The Agency should not sponsor JOT military duty.

Specific Comments

Page 24 - "The Directors of Personnel and Training together with repre-
sentatives from operating components take a fresh look at the over-all
problem of clerical usage and make recommendations for a more effective
system. This should be followed by an OTR reassessment of the clerical
training program."

Comment: Because of the Agency's recruitment problems and the short
supply of clericals in the labor market, we have become accustomed to
accepting gladly any reasonably qualified recruits available from the
Personnel Pool, and have not been too concerned about the level of their
training when they report to us for duty. We agree that "clerical
training must be weighed in the broader context of clerical recruitment,

job assignment, utilization and attrition." Since OCR employs and trains

some 50 new clerks and typists each year, we would be interested in

participating in further studies of the over-all problem.

Page 40, Recommendation (d) - "Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize a working collection of open intelligence literature at █████████ which will fully reflect the existence and capabilities of the principal collection at headquarters."

Comment: OCR's Curator of the Historical Intelligence Collection will

give whatever service and assistance are required to accomplish this.

In addition, it may prove useful for OTR schools to explore other OCR

materials and services available for training purposes, particularly

those in the CIA Library. The objectives of this recommendation could

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be more effectively accomplished if the █████████ Library were under the

control and management of the CIA Library.

Page 55 - "The courses of International Communism be given wider publicity and offered to the personnel of other agencies."

Comment: OCR has no strong opinion on this recommendation, but has greater

interest in the suggestion that these courses become an essential part

of the basic training for all officers in CIA regardless of their assign-

ments (page 54). We endorse this proposal and would support such a

program by enrolling OCR professionals who have not had a similar train-

ing in the past.

Page 71, Recommendation (1) - "DCI issue instructions that Agency Regula-tions be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of pro-ficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to

the degree specified, the language commonly used in the general area of that station."

Comment: When promotions are made, there are usually several standards of proficiency to consider - writing ability, analytical competence, basic research talents, supervisory ability, as well as varying levels of language capability. Supervisors, section chiefs, and other responsible officials in the chain of command are best equipped to determine the competence of an individual in a particular job and his degree of achievement in specific skills required. We fail to see why language proficiency should be singled out as a promotion factor to be emphasized in an Agency Regulation.

Page 71, Recommendation (2) - "DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill."

Comment: In our opinion, language proficiency testing for employees who are required to have a language skill should be continued as an OTR service or facility available for use by supervisors and other officials whenever they need test results to help determine an individual's competence to fill a specific job. Many supervisors have language competence themselves and can ascertain very readily whether or not a person's level of proficiency is adequate for the job to be done. Testing by OTR, in such cases, should not be mandatory.

Page 71, Recommendation (5) - "The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment."

Comment: OCR agrees with this proposal if there is need for a current Roster of all language competence available in the Agency. We do object,

however, to one of the ground rules established some months ago when OTR

started this mandatory testing program. Instructions issued at that time

required the testing of all persons listed on the Roster including those

who no longer claimed the language competency which they had recorded more

than 3 years ago on the Language Data Record form. To be removed from

the Roster, in other words, an individual would have to be tested to prove

his incompetence. We believe this is a waste of time and should be

dropped from any future testing plan.

Page 75 - "The DD/P, as well as the DD/I and DD/S, strongly recommend to
their division chiefs, assistant directors and other senior officers that
they familiarize themselves, through attendance thereat, with the contents
of the Introduction to Overseas Effectiveness course."

Comment: OCR strongly supports such a program, especially for PCS personnel,

because of the appalling insensitivity to foreign cultures of most Americans

overseas. OCR also recommends greater use of OTR's Americans Abroad

orientation courses by DD/I travelers going on foreign temporary duty

trips.

Page 92, Recommendation (a) - "The DCI establish as Agency policy that all
junior professional officers enter Agency employ through the JOTP."

Comment: See comments under Page 100, Recommendation (1).

Page 92, Recommendation (e) - "The DTR together with the Director of
Personnel take steps to eliminate prejudices that have arisen which tend
to assign second class status to DD/S and DD/I careers."

Comment: OCR supports this recommendation. The real problem, of course,

is how to implement the plan.

Page 100, Recommendation (1) - "The DD/I direct that the recruitment and
initial training of junior analysts be accomplished through the JOTP; that
increased emphasis be placed by the Agency's recruitment facility on the

recruitment of JOT's with academic backgrounds suited to DD/I needs; that ORR and other specialists recruitment be phased down as production of JOT's increases and generally limited to senior analysts at the Ph. D. level."

Comment: We have no strong objection to the principle of accomplishing recruitment through the JOTP, but it is an idealistic plan which should

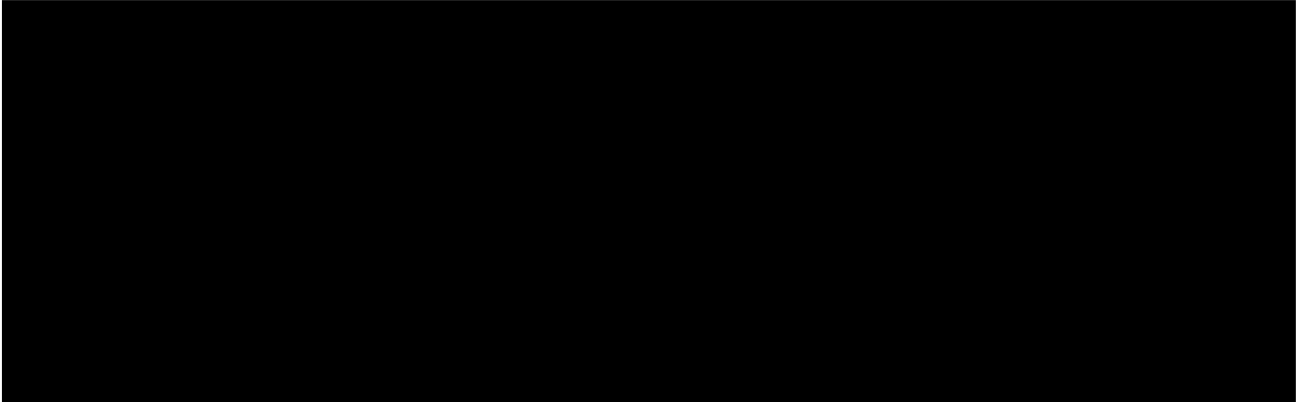25X1A be accepted by the DD/I at this time.

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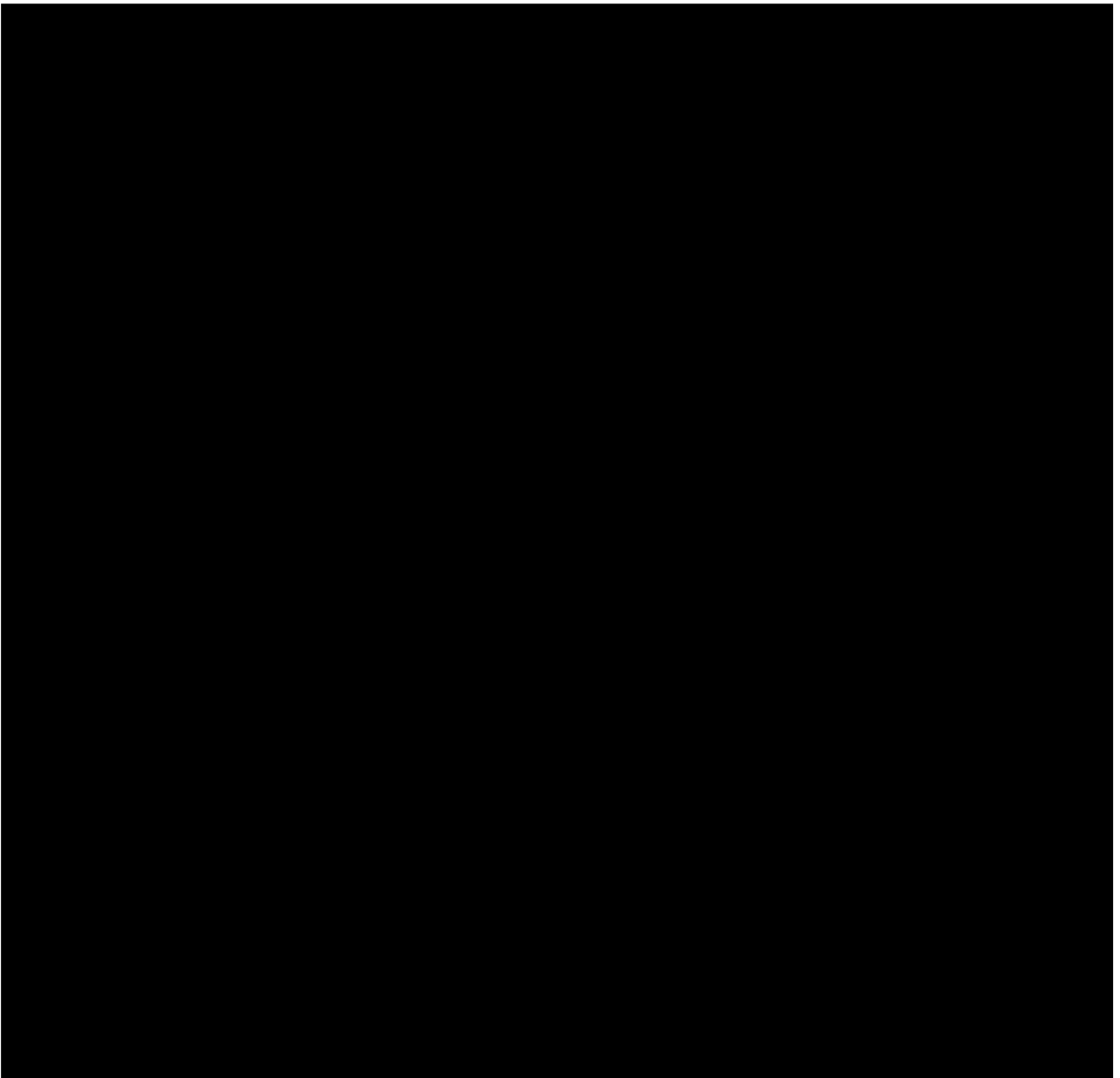
Before the DD/I accepts the policy that all junior professional

officers enter the Agency through the JOTP, more detailed plans should

be developed and reviewed - standards, recruiting schedules, training

programs, etc. At the present time, there is little to convince us that

recruitment through JOTP would produce more desirable employees in numbers

sufficient to keep DD/I analysis and production jobs functioning properly.

There should be other methods of improving recruitment standards and

levels of training without divesting the DD/I of current prerogatives

and decisions regarding personnel selection and training. Or, if all

junior professional officers do come in through the JOTP, then it must

be radically revised to meet DD/I and DD/S needs.

Page 100, Recommendation (2) - "The DD/I and the DD/P initiate a test
program for the rotation of qualified DD/I professionals to the DD/P to
serve as reports officers with part of the tour to be spent overseas,
DD/P report officers in turn to rotate to the DD/I for training and
experience in the evaluation and use of intelligence reporting."

Comment: OCR concurs. This type of cross-fertilization is a useful and

practical way to maintain bridges of communication and understanding between

the DD/P and the DD/I. If such a program is to be successful, however,

it must be carefully administered to prevent the rotation of mediocre

officers.

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Page 100, Recommendation (3) - "Advanced external training for analysts be phased somewhat later in the career pattern, perhaps after the fifth year of duty, to permit maximum play of JOTP and other intelligence preparation during the apprenticeship period."

Comment: OCR concurs.

Page 113, Recommendation (a) - "The DCI authorize the establishment of senior grade positions for selected Training Officers at the Assistant Director of DD/P Division Chief level with job qualifications designed to ensure the effective performance of proper training functions."

Comment: With the present limitations on personnel ceilings and position

grades, it seems extravagant as well as unnecessary to establish senior

grade positions for Training Officers. We accept training as a function

of command but believe that each office head should be allowed to

organize and assign staff responsibilities in the way he decides they

can best be handled in his particular component.

Page 149 - "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

Comment: OCR concurs.

Page 154 - "The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U.S. Government generally in keeping with the outline described above."

Comment: OCR concurs.